Military Family Policy & Programs (MFPP) Offsite

OUSD(P&R)
Strategy, Efficiency, and Integration Perspective
January 10, 2011
Version 5

PERSONNEL AND READINESS

Topics

- Key components of USD(P&R) strategy
  - Call to Action
  - Stakeholders
  - Strengths, Weaknesses, Opportunities, and Threat (SWOT) assessment
  - Evolving culture
  - Priorities
  - Mission, vision, guiding principles
  - Portfolio of Initiatives - construct
- Environmental Scan
  - Stakeholder views
  - P&R Leadership and Future Leader views of the future
  - Environmental scan
- Organizational assessment update

Call to Action

External pressures require USD P&R to evolve:

- **Expense and strain of two wars on the All Volunteer Force**
- **Complex and rapidly changing global security environment**
- **Economic downturn**
- **Human capital and workforce challenges**
- **906 Congressional statute**
- **Federal bureaucracy**

We must reconfirm our readiness through persuasion rather than force – by building relationships, establishing trust, and enhancing strategic communications

Stakeholders

Customers, partners, and those affected by our operations and interested in our issues – we must partner and engage for increased success

- Service members, families, civilian employees, veterans, and retirees
- Secretary of Defense
- Deputy Secretary of Defense
- OGC/DA&M/WHS
- P&R organization (including contractor support)
- OSD/Services/Joint Staff/Defense Agencies/Field Activities
- Government Agencies
- Congress/Hill committees/Legislative Affairs
- White House
- Public/Media

USD (P&R) Assessment

Strengths

- Dedicated personnel
- Depth of knowledge and information
- Compelling mission

Weaknesses

- Integration
- Perception among stakeholders
- Too many direct reports and key vacancies

Opportunities

- Strengthen stakeholder relationships
- Leverage technology
- Increase understanding of Service cultures
- Communicate strategically and effectively
- Increase fiscal responsibility

Threats

- Economic and budget pressures
- Sustaining the All Volunteer Force
- Large span of control
- Closely tied policy and operational functions

P&R's evolving culture

P&R's culture should support Service men and women, their families, and civilian employees

- *Proactively* meet the *changing needs* of stakeholders
- Develop policies and programs based on an improved understanding of *Service cultures*
- Build solutions that are based on *data*, driven by *analysis* and produce *results*
- Embrace a mindset that focuses on *continuous improvement*
- Facilitate change though *persuasive communication*, knowledge management and information sharing
- Perpetuate an environment that encourages *collaboration*, *team-work*, and *diverse thinking*
- Support a culture that encourages *partnership* and integration to improve the delivery of quality services

USD P&R Mission Priorities

Support the current wars, while preparing for the next

- Sustain the Total Force and employ it in the most cost-effective manner possible
- Develop and manage the force – military and civilian.
- Take care of our Wounded Warriors
- Provide the best possible quality of life for families, through fiscal responsibility
- Validate and defend resource requirements.
- Address rising military healthcare and Total Force personnel costs through re-invention of systems, processes, and policies
- Develop tomorrow's leaders

Strategy

Set strategic direction and create an environment that stimulates strategic thinking and promotes organizational alignment

Mission:
Lead the nation in creating an integrated, agile, responsive, and ready Total Force capable of accomplishing 21st century missions
Vision:
A bold, empowered organization committed to the development of the Total Force, actively shaping the environment and embracing selfless service to the defense of our nation
Goals:
1) Provide the right policies coupled with state-of-the art practices and tools to shape, attract, train, educate, shape, sustain, and retain a diverse talent to anticipate and meet the requirements of the 21st Century Total Force.
2) Strengthen individual readiness and family support, and promote wellbeing
3) Deliver quality healthcare at an affordable cost while improving medical readiness
4) Strengthen the way that P&R works to create a high-performance culture and organization
5) Communicate with "one-voice"

P&R Values

…IS OUR GUIDING PRINCIPLE

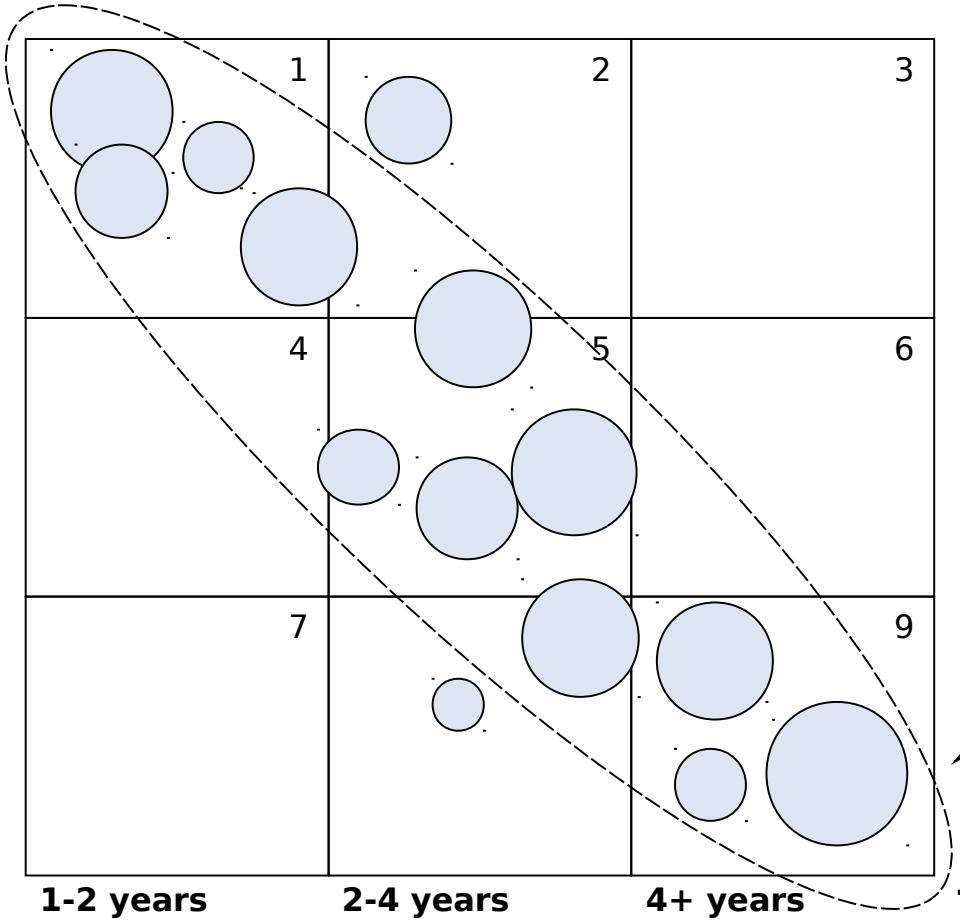
INITIATIVES SHOULD BE BROADLY DISTRIBUTED ACROSS LEVELS OF FAMILIARITY AND TIMING

Familiarity

Familiar
- Knowledge exists internally
- Easily acquired knowledge
- Involves execution risk

Unfamiliar
- Knowledge limited
- Attempt small to mid-size investments

Uncertain
- Possibility of success difficult to estimate
- Can be overcome with passage of time
- Attempt small initial investment to gain familiarity



Stakeholder Interviews

Stakeholders reiterated importance of Family Programs as a component of Readiness

- There are readiness implications for family programs or programs related to our ability to recruit the military.
- We have to do what is right by those who are willing to serve and their families - but what is the right balance? It is great that the pulse of the country is supportive of the military. From a cost standpoint, someone really does have to say there is a cost-benefit to this. This really is an affordability issue.
- When the soldier gets broken, so does the family. We need the behavioral health professionals [and resilience building tools] to address the impact on the person and the family.
- Partner with non-federal entities to make programs for families and members more robust
- Care for families and not just talk about it—be in top ten of companies to work.
- Consider the needs of reservists who are ready and willing to deploy along with Active Duty members.
- We need to quit looking down stovepipes to solve problems. We need to put the power of P&R behind solving problems and be more directive rather than leaving the problems for the Services or others to solve.
- Educational programs (including schools K-12) should be equitable regardless of location

Views from OUSD(P&R) Leaders and Future Leaders

Geopolitical

- **We are moving from "whole of government" to "whole of nation"**
- **The world is getting "smaller" and global competition and interdependency are increasing – China and other Asian nations may be peers**
- **Natural resources will become depleted – this power source will be more influential than hard power**
- **It is increasingly important to forge alliances**
- **Diversity of thought will become more important to maintain relevance and execute mission**
- **Changes will drive increased demand for streamlined communications across nations and agencies**

Technology

- **Cyber-security is a major issue for the DoD – particularly for identity issues**
- **Increased ability to communicate via email, social networking, and social media impacts connectivity**
- **Technology / remote work will make jobs more accessible to a broader demographic base**
- **Shortens tyranny of distance – will change how we train our Force**
- **Creates greater opportunity for collaboration**
- **Need to balance the physical, organizational, and information infrastructures to optimize efficiencies**
- **Will require initial investment, but provide long-term efficiencies and greater interoperability**

Demographics

- "Millennials" are different than older generations – work and life patterns are changing
- Diversity must include diversity of age groups
- DoD needs human capital processes that are more agile in order to compete
- Increased women and minorities in workforce - potential to change workforce dynamics
- Better educated, but not necessarily in skills needed – consider incentives to direct education and training
- Next generation will change jobs – seeking their

Economics

- Cost of taking care of people is increasing – no way to project the ceiling
- Resource constraints on the Department will continue – budgets will be unpredictable
- Must maintain a strong defense despite a weak economy
- Domestic economic outlook will impact our budgets and our workforce – for the near and long term
- Future will not be about doing more with less – it will be about being innovative with what you have

Environmental Scan's Family Policy Points of Interest

Care for our People is a mandate

- Explicit mention of quality of life issues for Component planning in strategy guidance
- Explicit identification of the need to take care of families
- Continues previous guidance on need to take care of wounded, ill and injured
- Increased focus on taking care of families
- Increased need to focus on RC quality of life issues

Technology

- Technology will change dramatically over next decade
- 3D, virtual reality, and clear face-to-face teleconferencing will become increasingly commonplace
- Remote warfare will drive changes in the skills, geographic locations, and physical requirements of the Total Force
- Increased technology may put pressure on traditional chain of command

Demographics

- DoD may need new policies to create "new" work environment
- Decision making at levels lower than heretofore
- Flexible work schedules and telecommuting important to many employees
- Collaborative teams across Departments/Services/Interagency
- Customized rewards and communication reinforce a culture of flexibility

Economics

- Documents highlight likelihood of reduced resources for national security, without a commensurate reduction in the likelihood of crises
  - Increased need to prioritize resource allocation
  - Explicit requirement to demonstrate value through performance measurement
  - Explicit identification of increasing personnel and health-care costs
- Increased drive for efficiencies and integration of operations
  - Efficiencies will be designed to reduce duplication, overhead, and excess in the

P&R Organizational Assessment Update

- **Designed "clean sheet" org around 4 ASDs, realigned missions/resources, and identified efficiencies**
- **SecDef Efficiencies Task Force accepted new org and efficiencies, and applied additional cuts, but did not support OSD HQ growth/transfers**
  - **Result is efficient/effective organization, but "rainbow" org charts**
  - **Working with P&R principals, OGC & ODAM to clarify funding, control and rating lines of authority**
- **SecDef announcement and RMD release also include other cuts**
  - **Convergence of parallel efficiency efforts and additional cuts**
    - **10/10/10%, FEA/POM, CSE/GO/FO, other close hold ETF efforts, OMB**
- **Also developing phased implementation plan to minimize impacts**

Pre-Decisional